

5

Bibliography of Scientific Management

BY
C. BERTRAND THOMPSON

(Reprinted by courtesy of the Harvard University Press)

AMERICAN LIBRARY ASSOCIATION
PUBLISHING BOARD

CHICAGO

1916

FOREWORD

EVERY business man and woman is at least vaguely aware of the current movement known as "efficiency" or Scientific Management in business. Few, however, can say exactly what these terms mean as exemplified in the practice of the leading experts in the science of management. Fortunately there is a large and growing literature on the subject. A careful perusal of the best which has been published should make clear the meaning of this movement. This Bibliography has been prepared as a guide for those who wish to have their questions answered in this way.

All the writers on Scientific Management have derived their inspiration directly or indirectly from the work of Frederick W. Taylor, whose books are recognized as the fundamental sources. All Mr. Taylor's books are included in this Bibliography and in addition the most important of those written by his associates and others influenced by him. Out of the extensive periodical literature, I have collected the best articles and re-published them in my "Scientific Management," also listed.

All the works here listed, except two, deal directly with business administration. The principles of efficiency, however, may be practiced in every domain of life. The application of Scientific Management to Domestic Economy and Household Management is illustrated in the books by Mrs. Child and Mrs. Pattison.

The books noted in this Bibliography constitute a fairly complete working library on Scientific Management and are practically the minimum that any public library should have. A Bibliography of all books and articles, practically complete up to the date of publication, may be found on pp. 863-877 of my "Scientific Management." If this list seems to be too brief, it may be well to explain that the subject is still comparatively new, and the authoritative discussions of it are as yet rare. This list is selected on the basis of my several years' experience in the practical application of Scientific Management in shops and stores, and in teaching the subject in the Graduate School of Business Administration, Harvard University. To extend the list would be to descend to a lower level of worth.

C. BERTRAND THOMPSON.

1255 COMMONWEALTH AVE., BOSTON,
November 8, 1915.

BIBLIOGRAPHY

The Taylor and Other Systems of Shop Management. Hearings before Special Committee of the House of Representatives to investigate. Washington, Government Printing Office, 1912. 1-801, 803-1264, 1265-1935. Free.

Testimony of "Taylor System" and other management engineers, labor leaders, workmen and War Department officials, regarding the meaning and actual operation of the Taylor System. One of the best sources.

BRANDEIS, LOUIS DEMBITZ.

Scientific Management and Railroads, New York, Engineering Magazine Co., 1911, vii. 1-92. \$1.00.

A severely concise and logical presentation of principles, backed by the testimony of witnesses in the famous Eastern Rate Case hearings before the Interstate Commerce Commission in 1910. This testimony and Mr. Brandeis' argument made Scientific Management famous.

CHILD, GEORGIE BOYNTON.

The Efficient Kitchen, New York, McBride, Nast Co., 1914, xiii, 1-242. \$1.25.

Based on work of the Housekeeping Experiment Station, Stamford, Conn. Excellent discussion of methods and equipment. Hard reading but practical.

CHURCH, ALEXANDER HAMILTON.

Science and Practice of Management, New York, Engineering Magazine Co., 1914, xviii, 1-535. \$2.00.

A keen analysis and synthesis of the factors involved in industrial management. Somewhat critical of the Taylor System, but obviously influenced by it. A substantial contribution to the literature of Scientific Management.

COOKE, MORRIS LLEWELLYN.

Academic and Industrial Efficiency, New York, Carnegie Foundation for the Advancement of Teaching, 1910. Bulletin Number Five, vii, 2-134. Free.

A highly interesting study of the efficiency of management of a number of well-known universities and colleges, as judged from the point of view of an industrial engineer. Stimulated a wide discussion.

DAY, CHARLES.

Industrial Plants, New York, Engineering Magazine Co., 1911, 1-294. Amplified from articles appearing originally in the Engineering Magazine. \$3.00.

An illustration of the application of some of the principles of Scientific Management to the design and construction of industrial plants. Illustrated with diagrams and photographs.

DRURY, HORACE BROOKWALTER.

Scientific Management, a History and Criticism. New York, Columbia University, 1915, 7-222. \$1.75.

A doctoral thesis, especially good for its discussion of the origins of the movement and its relation to the problems of labor and wages. Betrays a lack of practical acquaintance with current methods and status.

EMERSON, HARRINGTON.

Efficiency. New York, Engineering Magazine Co., 1st ed. 1909, 4th ed. 1914, xii, 1-254. \$2.00.

A strikingly written exhortation to "efficiency," stimulating, and most useful when it leads the reader to a serious study of the authorities on the subject, such as Taylor and Gantt.

EMERSON, HARRINGTON.

The Twelve Principles of Efficiency. New York, Engineering Magazine Co., 1912, xviii, 1-423. \$2.00.

An interesting and popular analysis of some of the more obvious principles underlying Scientific Management. Well written and suggestive in a general way. For practical application of principles see Knoeppel, "Installing Efficiency Methods."

EVANS, HOLDEN A.

Cost Keeping and Scientific-Management. New York, McGraw-Hill Book Co., 1911, ix, 1-252. \$3.00.

A practical machine shop treatise, showing the author's methods as applied at the Mare Island Navy Yard, and illustrating what may be done by way of approach to the Taylor System by a competent manager without the aid of experts. Fairly well illustrated.

GANNT, HENRY LAWRENCE.

Work, Wages and Profits. New York, Engineering Magazine Co., 1910, 2nd ed. 1913. 1-312. \$2.00.

The meat of the author's numerous papers and discussions on the more "human" side of Scientific Management. Illustrated with charts and forms. A classic, and indispensable.

GILBRETH, FRANK BUNKER.

Motion Study. New York, D. Van Nostrand Co., 1911, xxiii, 1-116. \$2.00.

A meaty study of the variables involved in the performance of manual labor. Illustrated with photographs and tables showing the author's methods and results in the bricklaying trade.

GILBRETH, FRANK BUNKER.

Primer of Scientific Management. New York, D. Van Nostrand Co., 1912, 2nd ed. 1914, viii, 1-108. \$1.00.

An elementary, popularly written catechetical presentation of the fundamentals of Scientific Management. Explains some of the characteristic details of the Taylor System and discusses certain current criticisms.

KENT, WILLIAM.

Investigating an Industry. New York, John Wiley & Sons, Inc., 1914, xi, 1-126. \$1.00.

A highly suggestive diagnosis of a hypothetical plant, with special attention to the departments of sales and financing usually neglected in works on Scientific Management. Foreword by H. L. Gantt.

KNOEPPPEL, CHARLES EDWARD.

Installing Efficiency Methods. New York, Engineering Magazine Co., 1915, viii, 1-258. \$3.00.

The best presentation of the Emerson system in its best form. Interesting and stimulating. Fully illustrated with forms, charts, photographs and detailed instructions.

PARKHURST, FREDERIC AUGUSTUS.

Applied Methods of Scientific Management. New York, John Wiley & Sons, 1912, xii, 1-325. \$2.00.

A detailed description of the methods of the Ferracute Machine Company, including the "standing orders" for the performance of various functions, and many forms and photographs. Is a close approximation to the Taylor System as now practiced by its leading exponents.

PATTISON, MARY.

Principles of Domestic Engineering. New York, 1915, 1-310. Published by the Author, Colonia, N. J. \$2.00.

Experiments at Colonia, for N. J. Women's Clubs. Deals not so much with details of methods and equipment as with fundamental principles of home building and management.

TAYLOR, FREDERICK WINSLOW.

On the Art of Cutting Metals. New York, American Society of Mechanical Engineers, 1907, 3-248, and folders 1-24. \$3.50.

One of the most notable contributions to practical science. Illustrates by example the fundamental methods and aims of Scientific Management. Preface reproduced in C. B. Thompson's "Scientific Management."

TAYLOR, FREDERICK WINSLOW.

The Principles of Scientific Management. New York, Harper & Bros., 1911, 5-144. Also published by American Society of Mechanical Engineers. \$1.50.

A popular restatement of the principles as matured by the author after retirement from active practice. More readable than "Shop Management" and equally authoritative, though in a more general way.

TAYLOR, FREDERICK WINSLOW.

Shop Management. New York, Harper & Bros., 1911, 5-203. Foreword by Henry R. Towne. Also in Transactions American Society of Mechanical Engineers, No. 1003, New York, 1903. \$1.50.

The fundamental classic of Scientific Management. Incorporates the best of the author's former writings and experience, and is the basis of the later developments. Indispensable.

TAYLOR, FREDERICK WINSLOW, and THOMPSON, SANFORD FLEAZAR.

Concrete Costs. New York, John Wiley & Sons, 1912, xii, 1-709. \$5.00.

Illustrates in detail the application of the time-study and standardization methods of Scientific Management to concrete structural work. Illustrated fully with charts, sketches, tables of elementary times, etc.

THOMPSON, CLARENCE BERTRAND.

Scientific Management, a Collection of the more significant articles describing the Taylor System of Management. Cambridge, Mass., Harvard University Press, 1914, xii, 3-878. \$4.00.

Includes the cream of the literature on the subject (outside of the standard works of Taylor and Gantt) selected and edited from periodicals and books, many of which are now out of print or otherwise difficult of access.

Contents

BARTH, CARL G.	Slide Rules in the Machine Shop as a Part of the Taylor System of Management.
CARDULLO, FOREST E.	Industrial Administration and Scientific Management.
CARLTON, F. TRACY.	Scientific Management and the Wage-Earner.
CLARK, SUE AINSLEE and WYATT, EDITH FRANKLIN	Scientific Management as Applied to Women's Work, from "Making Both Ends Meet."
CROZIER, GEN. WM.	The Taylor System of Shop Management at the Watertown Arsenal.
CUNNINGHAM, WM. J.	Scientific Management in the Operation of Railroads.
DAY, CHARLES.	Management Principles and the Consulting Engineer.
DODGE, JAMES MAPES.	A History of the Introduction of a System of Shop Management. The Spirit in which Scientific Management should be approached.
GANNT, HENRY L.	A Graphical Daily Balance in Manufacture.
HATHAWAY, H. K.	Elementary Time Study as a Part of the Taylor System of Scientific Management. The Planning Department, Its Organization and Function. Prerequisites to the Introduction of Scientific Management.
KENDALL, HENRY P.	Unsystematized, Systematized, and Scientific Management.
KENT, ROBT. THURSTON.	The Foreman's Place in Scientific Management. The Tool Room under Scientific Management. Scientific Management as viewed from the Workman's Standpoint.
KIMBALL, DEXTER S.	Another Side of Efficiency Engineering.
LE CHATELIER, HENRI.	Preface to the French Edition of "The Principles of Scientific Management."
LEWIS, WILFRED.	An Object Lesson in Efficiency.
MYERS, LIEUT. C. J., U. S. N.	The Science of Management.
SHAW, ARCH W.	Scientific Management in Business.
SMITH, OBERLIN.	Nomenclature of Machine Details.
STERLING, LIEUT. FRANK W., U. S. N.	The Successful Operation of a System of Scientific Management.

